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MEMORANDUM

NATIONAL SECURITY COUNCIL

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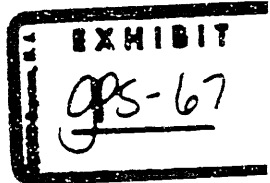
May 18, 1983

ACTION

MEMORANDUM FOR WILLIAM P. CLARK

FROM: ^{WA} WALTER RAYMOND, JR.

SUBJECT: Central American Public Diplomacy



We must bring this whole effort into some organizational harmony. I have prepared a memorandum for you to Jim Baker on this subject. The key points will be:

-- to underscore that the White House's "Outreach Working Group for Central America" is a welcome addition to our total efforts to secure support for the President's Latin policies.

-- to emphasize that this group should work in close coordination with the President's Personal Representative Dick Stone who has inter-agency responsibility and chairmanship for our public diplomacy strategy concerning Central America.

From a management point of view Stone would set the basic guidelines, develop the substantive materials, oversee the international program and cooperate closely with the Faith Whittlesey domestic effort. He or his designee would participate in all "Outreach Group" meetings to ensure consistency of policy and themes, to assist in providing substantive support and to collaborate in the domestic effort. While much can be done by Faith's "Outreach Group", some of this work--including Congressional activity, and domestic speeches and articles--is now underway.

Our vulnerability is that neither Dick Stone nor State has done a particularly distinguished job in implementing a "day-to-day" public diplomacy strategy. Stone has worked on the "big picture" and not gotten into some of the detail necessary to make "the wheels turn." State/ARA has been disinterested, incompetent, overworked or all of the above. The contrast to the "Dailey" effort is striking. Peter could rely on an effective inter-agency, and particularly State, commitment and had two very competent staffers to help him with his work.

Changes are needed in how we are to do business. Stone recommends that we simplify our approach to Central American policy making, eliminating certain committees which tend to duplicate and dissipate time. This would mean that the SIG would replace the frequent "Core" and "CPPG" groups which meet. If you wanted to keep a discrete group looking at the covert action dimension, it could be identified as the NSPG Working Group. There is, at the same time, a need to establish an effective IG--now, a Working Group

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1-2 Page, National Security Council

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meets under Craig Johnstone. This should be strengthened. Recognizing that you may have to have a White House chair in certain cases, the NSPG Working Group would be a logical vehicle. 30922

The public diplomacy coordinator should participate in the policy making bodies and then work with the "international" Central American Working Group (an upgraded ARA chaired element) and the "domestic" Central American Working Group (Faith's effort). We can not leave something to chance. The office of the Central American public diplomacy coordinator must be strengthened. We have discussed the need to add Mike Ledeen and John Glassman. This should be done immediately. More additions may be needed within the next few weeks. Failing to act on this will mean our international program will be inadequate and our domestic program will go by default to the "Outreach Committee."

Dick Stone's new role as negotiator precludes, in my mind, his continuation as Public Diplomacy coordinator. He accepts this. Fortunately, I believe we have an excellent candidate to take his place: Otto Reich, Assistant Administrator, Bureau of Latin America and the Caribbean, AID. Otto is politically sound, recommended by Stone, and Jeane Kirkpatrick, an area specialist and anxious to take on the assignment. I think it is essential that Reich--if you were to concur in his assignment--be given the same mandate as Dick Stone's. Without a White House cachet he simply will not have the clout to exercise discipline over the total effort: He will lack leverage with ARA in State and the "Outreach Committee" in the White House. I would recommend that you meet Reich, seek George Shultz's concurrence and issue a statement similar to that involving Stone. Timing may be dependent on a talk with Stone and his confirmation, although I think we must move fast or we will never catch up.

We may have an "in house" problem. My sense is that State is increasingly restive over Public Diplomacy representatives being Presidential representatives responsible to your SPG. In one sense there is a legitimate concern, but I think there are valid exceptions and Central America is such an exception. Presidential and White House staff involvement necessitates this type of assignment. In reality, Otto will work very closely with Eagleburger, Shultz and the Department of State and will be housed there. It may be argued that Gil Robinson's assignment precludes the need for Otto Reich, Dick Stone or whomever for Central America. I disagree: We need a top flight man full time on this issue! Eagleburger was going to discuss the assignment with Reich but backed off because of uncertainty as to how Robinson would fit in. We should proceed now with Reich.

Recommendations:

That you send attached memorandum to Baker

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Disagree _____

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That you discuss the situation with Stone and Reich and advise McPherson of your interest in Reich.

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Agree _____

Disagree _____

See Shultz with memorandum recommending Reich.

Agree _____

Disagree _____

Subject to Shultz concurrence, sign off on Reich.

Agree _____

Disagree _____

Strengthen the SIG/IG structure and eliminate management duplication.

Agree _____

Disagree _____

Al Sapia-Bosch and Bob Sims concur.

Attachment

Tab I Memorandum for James Baker
Tab II Memorandum for Secretary Shultz

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